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Treasury Economics and
Restructuring Studies Program.
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Publications

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County Restructuring Studies Program Guidelines



Ministry of Treasury
Economics and
Intergovernmental
Affairs

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Background

On October 29, 1973, at the Royal Connaught Hotel in Hamilton, the Honourable John White addressed the annual meeting of the Association of Counties and Regions of Ontario (ACRO) on the subject of restructuring county governments. A copy of his address is attached as Appendix I. The essence of Mr. White's statement was to propose to the municipalities of Ontario a program for studying the local government organization of areas which have not yet been restructured. He informed the convention delegates that the Province believes the critical areas where local government structures were being overwhelmed by urban pressures have been dealt with by the establishment of ten Regional Municipalities, one District Municipality, a Metropolitan Municipality and two amalgamated cities. For the rest of the Province, there is less urgency and the type of restructuring required is less clear. The Minister did propose, however, that any county including its cities and separated towns that wished to take the initiative in examining the effectiveness of its local government would have the co-operation of the Province. Specifically he suggested that the Province would offer guidelines and contribute 50% (up to \$50,000) to an approved study and would make Provincial staff available for liaison purposes.

The Minister emphasized that any study in which the Province was to participate must seriously examine the local government structure and organization in and around a county and not simply "tinker" with the system. In order that the studies be objective and thorough the Minister suggested certain guidelines and criteria by which each study should be conducted. It was recognized that every area of the Province has special needs and characteristics and, as a result, the approach to each study would have to be flexible and the guidelines would vary accordingly. The Minister outlined the basic requirements of any study:

- (1) Review all aspects of local government within the county.
- (2) Involve the separated towns or cities within the county.
- (3) Determine present servicing responsibilities.
- (4) Examine the county's economic resource base, assessment base and financial base.
- (5) Define the problems facing the area, with particular reference to present organizations and structures.
- (6) Undertake to encourage public awareness, participation and understanding of the issues by, among other things, publishing the study's findings and recommendations.
- (7) Submit these findings to the affected municipalities and to the Minister.

These requirements were endorsed unanimously by a plenary session of ACRO shortly after the Minister made his statement. The Minister went on to indicate that

it would be well worth investigating these following points if a county decided to commence a study:

- population pressures and the geographic and demographic constraints existing within the county;
- the question of one level versus two levels of local government;
- the boundaries of local municipalities and of the county itself;
- the existing communities of interest -- that is, between various population centres in or near the county;
- the relationship between the county and the cities and separated towns within its boundaries;
- the organization of county council;
- amalgamations and consolidations that might be undertaken;
- the appropriate division of responsibilities between local municipalities and the county;
- the elimination of special-purpose bodies in local government;
- a suitable hierarchy for the planning function;
- the role and selection of the head of council;
- the system of representation;
- the degree of accountability and responsiveness that could or should be provided by the organizational framework;
- the system of administration.
- the process of implementing the new system of local government.



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Finally the Minister's statement included an outline of the minimum functions which a restructured county would probably be required to perform. These are:

- carrying out the planning function,
including preparing, developing and
implementing planning concepts for the
county;
- supplying water to the inhabitants of
the county;
- collecting and treating sewage;
- operating an arterial system of roads;
- providing health services within the
county;
- maintaining a welfare program for the
county;
- capital borrowing.

In recognition of the fact that a regional government or appropriately restructured county is more capable of providing sound government than the conventional system of local government, substantial Provincial resources are transferred to them. It is also to strengthened local government of which restructured counties and regional municipalities are examples, that the Government of Ontario wishes to devolve more decision-making authority.

On February 8th the Minister received comments on his proposals from The Provincial-Municipal Liaison Committee (PMLC) and having taken into account those comments shortly afterward submitted the proposals to Cabinet for approval as a Government program.

The nearly unanimous enthusiasm and interest displayed by the county representatives at ACRO's convention and the large number of requests for studies from counties before and after the Minister's statement indicate that several counties will take advantage of the program. There are now 27 counties which have not been restructured and may wish to initiate studies. They are Brant; Bruce; Dufferin; Elgin; Essex; Frontenac; Grey; Haliburton; Hastings; Huron; Kent; Lambton; Lanark; Leeds and Grenville; Lennox and Addington; Middlesex; Northumberland; Oxford; Perth; Peterborough; Prescott and Russell; Prince Edward; Renfrew; Simcoe; Stormont, Dundas and Glengarry; Victoria and Wellington.

This document is an outline of the process the Province intends to follow when approached for assistance in a study of local government in any of these areas. Its purpose is to assist those municipalities that may be interested in commissioning a serious and detailed examination of their system of local government.

(A) Origin of Study Request

The Province has made explicit its position that the initiative for a study must originate locally. In order that the opportunity is given for all municipal jurisdictions within the boundaries of the county to consider the application for a study, the following process is suggested.

- (1) In the event that the initiating body is a county or counties, the separated towns and cities within the county must be involved in drafting a joint resolution to the Minister requesting a study. Similarly if a city or separated town begins the process, the surrounding county or counties must be included.
- (2) In the event that one or more of the above jurisdictions desire a study but support is not forthcoming from one or more of the others, a resolution of council could be submitted to the Minister. The Minister could then have the option of opening discussions with the other municipalities in order to determine the level of interest in such a study.

In order to convey to the Minister the degree of local support, a resolution should be passed by the councils of each county, city and separated town supporting a study. To set the process in motion the resolution would presumably state that the municipalities wished to investigate the possibilities of undertaking a study under the County Restructuring Studies Program.

(B) Study Agreement

Upon receipt of the resolution, the Minister, possibly through the Minister Without Portfolio, would arrange a meeting with representatives of the involved municipalities to discuss the range and scope of the study. If the Minister and the municipalities were satisfied that substantial agreement could be reached, further meetings would take place at both the elected and staff levels to reach agreement on terms of reference, appointment of a study commissioner, financial arrangements and any other outstanding issues. If, at this point, agreement had been reached, a Study Agreement would be signed by all parties. Appendix II is a draft outline of a typical Study Agreement. It is anticipated that the terms, conditions, and scope of the various studies will vary considerably from the attached Study Agreement and it is included only as an indicator.

(C) Liaison

Staff of the Local Government Organization Branch will provide the liaison between the Province and each county study. They will be available to explain the procedure leading up to a study request as well as being on hand for liaison purposes throughout the study period.

(D) Study Commissioners

There are a limited number of highly qualified people in Ontario who would be very capable study commissioners. These people may have backgrounds in the academic field, the civil service, the municipal field and in

some cases independent consulting firms. It is important that the person charged with conducting the study be objective, capable and familiar with the needs and problems of local government. Only commissioners who were mutually acceptable to the Province and to the participating municipalities would be engaged.

(E) Financing

The Province will bear 50% of the cost of a study up to a total Provincial share of \$50,000. The other 50% would be borne by the municipalities involved. Specific terms would be negotiated in each case for the apportionment of the municipal share of the cost among the participating municipalities.

(F) Timing

Since both funds and staff are limited, it may be necessary to stage the studies on a priority basis. The Province may find that an area which has identified particularly acute problems will take precedence over an area with minimal problems. This could mean that some studies would be delayed by one year.

(G) Conduct of Study

- (1) The study commissioner for each study would be directed to develop a Study Prospectus within a reasonably brief period of his appointment. This document would outline

the study procedure which the commissioner intends to follow, a proposed budget, staff required, hearings schedule, proposed publication and completion dates and any other matters which he considers germane.

The prospectus would be submitted to all municipalities within the study area and to the Province.

- (2) A relatively short period of time would be allowed for comments on the prospectus. If any of the participating municipalities (i.e. county, city or separated town) or the Province wished to amend the prospectus, discussions among the involved parties would take place to resolve any differences. Once the Province, the participating municipalities and the study commissioner had agreed to the Study Prospectus it would serve as a guideline for the conduct of the study. Any significant departures from the prospectus would have to be agreed upon by all parties.
- (3) Research would be conducted over a period of time into any relevant matters as laid out in the prospectus. Data would normally be developed on communities of interest, present governing capacity, servicing requirements, financial base, administrative capacity and population trends. In addition, such matters as one-level or two level municipal government, boundaries, intermunicipal relationships, council organization, amalgamations, division of responsibilities, special purpose bodies, planning, the role of the head of council,

representation, accountability and implementation would be examined, debated and reported upon by the commissioner.

- (4) If the prospectus indicated such, the commissioner might publish a book of data and/or a summary of his preliminary observations as a basis for informed public discussion.
- (5) Provision would be made for extensive public hearings and debate on the issues being examined by the commissioner. The number and timing of these would vary from area to area, but every effort would be made to ensure effective and substantial communication among and between the commissioner and the interested public.
- (6) Provision would also be made for periodic meetings between the commissioner and the involved municipalities to allow for an exchange of views.
- (7) The commissioner would be empowered to receive and analyze briefs from all interested parties and would be directed to include them, or a summary of them, in his final report.

(H) Final Report

- (1) The study commissioner would be directed to compile a final report containing: a summary of his research; hearings and the briefs he received; observations and discussions on the various facets of local government; and those recommendations he considers appropriate.

(2) The commissioner would arrange to print sufficient copies of the report for all affected municipalities, the Province and interested people. These would be distributed for public discussions. The Commissioner's report would be an expression of his own findings and opinions and not an expression of Government policy.

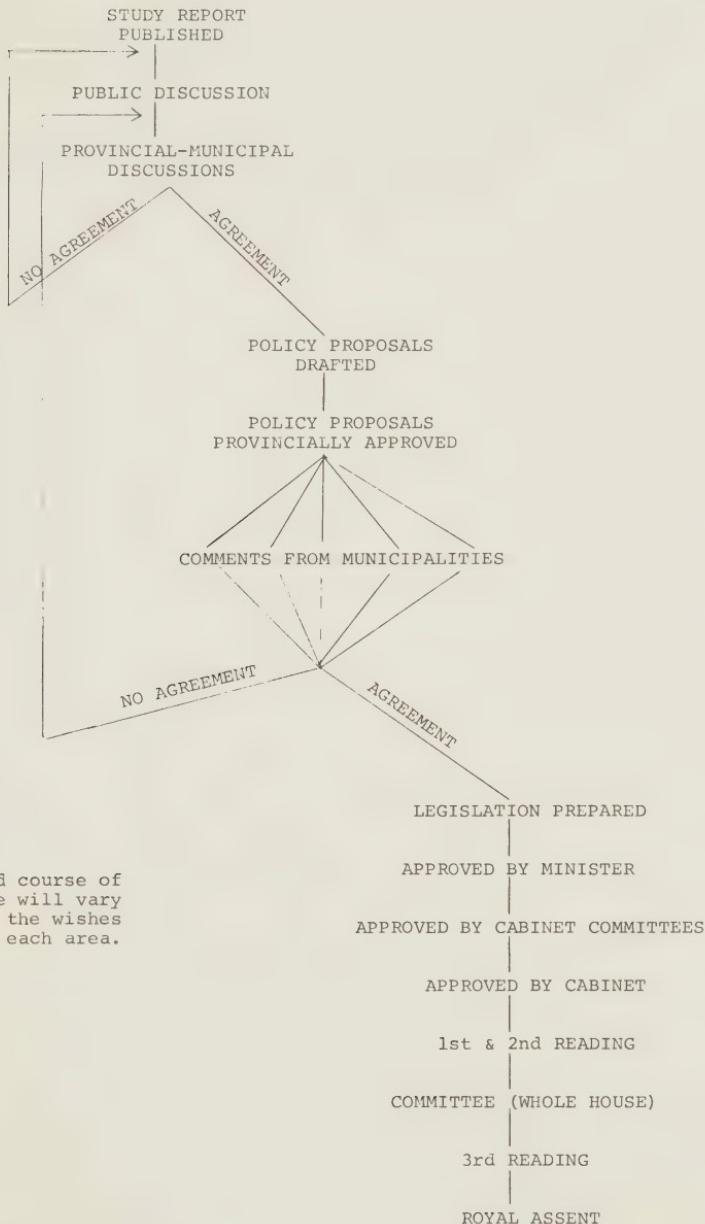
(I) Proposals

- (1) A reasonable period after publication of the final report would be allowed to elapse for public discussion.
- (2) Meetings would then be held among representatives of the participating municipalities and Provincial representatives to discuss the final report and the position of the various municipalities on its recommendations.
- (3) If a consensus on most parts of the report is reached, an appropriate means of resolving the areas of difference will be devised for each area.
- (4) If significant differences exist among the views of the participating municipalities or between some of the municipalities and the Province, a more extensive process to resolve the problems would be required. The Minister would invite each of the participating municipalities to submit proposals on the points of difference. He would then combine these in a discussion paper and recommend to the municipalities a particular course of action or no action. This recommendation again would not be Government policy but a proposal to serve as a focus for public discussion.

(J) Implementation

- (1) If there were substantial agreement on all issues the preparation of Government policy proposals would commence immediately.
- (2) If major issues remain unresolved, considerable time might be required for resolution of these. Once the Minister was satisfied that as complete agreement as practically possible had been reached, preparation of the policy proposals would commence.
- (3) In either case the policy development would begin in the Ministry of Treasury, Economics and Intergovernmental Affairs where the agreed provisions would be written into a draft policy proposal.
- (4) This draft paper would go through several approval stages in the Province, culminating in consideration by Cabinet.
- (5) The paper as approved or amended by Cabinet would then be widely circulated for comments on errors, omissions or incorrect interpretation.
- (6) Once comments had been received the legislative process would begin: drafting legislation, cabinet and cabinet committee approvals, 1st and 2nd reading, committee, 3rd reading and Royal Assent. The process is illustrated on the next page.

IMPLEMENTATION PROCESS FOR RESTRUCTURED COUNTIES



*The pace and course of this schedule will vary according to the wishes and needs of each area.

APPENDIX I: "RESTRUCTURING OUR COUNTIES"

The text of a statement delivered by the Honourable John White, Treasurer of Ontario and Minister of Economics and Intergovernmental Affairs on the occasion of the Annual Convention of The Association of Counties and Regions of Ontario in Hamilton on October 29, 1973.

As a great many of you will remember, I had the pleasure of speaking at your mid-term meeting in Toronto last April. For this reason, among others, I feel both pleased and flattered to have been invited here again so soon.

In those remarks six months ago, I talked about regional government. I said on that occasion that with the proposals we had put forward in December and January, for regional governments east and west of Metro Toronto, our program of local government reform had reached a plateau.

I used the term "plateau" the way most people do -- to mean a level stretch of ground that offers a mountain climber some easy progress after a difficult effort.

In the light of our experience since then, I wish somebody had warned me that a plateau can also be a very rocky piece of terrain!

In any case, we have now moved into a new phase of local government reform -- a phase in which the initiative will come, not from Queen's Park, but from the counties themselves.

This shift in initiative makes sense to us because we have passed beyond the urgent phase of reform. In our view, the need for reform remained urgent as long as there were rapidly growing urban areas with local administrations unequipped to guide and control that growth.

Now those areas of rapid growth have capable new regional governments -- in Durham, Hamilton-Wentworth, Halton, Peel and Haldimand-Norfolk.

And so we are confident that in other parts of the Province where reform has not been undertaken, the initiative can be left to each county.

At the same time, we know that some counties do want to undergo some form of restructuring, and we are anxious to assist them if that is their wish.

To those counties that ask for help, we intend to provide advice, guidance and financial assistance.

I am not yet in a position to make a firm announcement about our program on the restructuring of counties, but I can outline for you the ideas that the government has under consideration. So, in that light, what I am about to say is not a declaration of government policy, and the ideas I express have not been endorsed by the Cabinet.

I am putting these ideas before this meeting today in the hope of hearing your thoughts and reactions, perhaps through the Provincial-Municipal Liaison Committee, which in any case will have important input as this program is developed.

Indeed, your reactions would serve as a useful supplement to your own suggestions which our government gratefully accepted some three years ago.

As many of you will recall, a presentation was made to the Ontario Cabinet in 1970 by A.C.R.O. in concert with The Association of Ontario Mayors and Reeves, The Association of Rural Municipalities and The Ontario Municipal Association.

That presentation emphasized the need for Provincial leadership and encouragement in four major phases of the reform program:

First, the consolidation of local municipalities;

Second, the strengthening of the second-tier structure in the counties by the inclusion of separated cities and towns;

Third, equitable representation on county councils;

and

Fourth, enlarging and updating the responsibility of county units.

In a separate statement called "Guidelines for Action", A.C.R.O. recognized the need for local government reform and emphasized the importance of tailoring each new government to suit local needs.

We endorsed this concept and have employed it in designing regional governments. I know it has also been uppermost in the minds of county and city leaders who have approached us for help in studying the possibilities of restructuring their counties.

I think it is quite likely that this individualistic approach will mean the creation of restructured counties with as many variations as now exist among the structures of our eleven regional governments.

At the same time, however, if the Province is asked to help pay for the studies involved and if it is to provide additional grants to help restructured counties carry new responsibilities, we must obviously provide general guidelines and certain common criteria.

Everybody involved should understand what is expected when a county undertakes a study, and everybody should be able to use objective criteria to judge whether a county has been truly restructured or simply tinkered with.

For each county proposing to study the possibilities of restructuring, we would want to devise a set of guidelines that were mutually suitable, but generally they would probably include these tasks as basic requirements:

1. Reviewing all aspects of local government within the county.
2. Involving the separated towns or cities within the county.
3. Determining present servicing responsibilities.
4. Examining the county's economic resource base, assessment base and financial base.
5. Defining the problems facing the area, with particular reference to present organizations and structures.
6. Undertaking to encourage public awareness, participation and understanding of the issues by, among other things, publishing the county's findings and recommendations.
and
7. Submitting these findings to the affected municipalities and to the Minister.

I realize those seven requirements add up to a tall order, but we have a considerable amount of talent available in this field here in this Province -- in the private sector and in government -- and we would be foolish not to make good use of it.

I suggest that we devise a system for selecting mutually acceptable study commissioners. Experienced staff from our Ministry would be available to work with each study.

We have compiled a list of items of information which our experience with regional government indicates should be explored. There are fifteen items on this list at the moment and I should like to read them to you because I think this will enable us to focus on certain specific matters here at this conference.

Here are the items that might be investigated if a county decides to study the possibilities of restructuring:

-- Population pressures and the geographic and demographic constraints existing with the county.

-- The question of one level versus two levels of government.

-- The boundaries of local municipalities and of the county itself.

-- The existing communities of interest -- that is, between various population centres in or near the county.

-- The relationship between the county and the cities and separated towns within its boundaries.

-- The organization of county council.

-- Amalgamations and consolidations that might be undertaken.

-- The appropriate division of responsibilities between local municipalities and the county.

-- The elimination of special-purpose bodies in local government.

-- A suitable hierarchy for the planning function.

-- The role and selection of the Head of Council.

-- The system of representation.

-- The degree of accountability and responsiveness that could or should be provided by the organizational framework.

-- The system of administration.

and finally:

-- The process of implementing the new system of local government.

We are confident that such a study would do much to identify and define the particular organizational and structural requirements of a given area. In addition, there are certain general requirements that would have to be met for a county to qualify as a restructured county for grant purposes and to qualify for the additional powers being given to regional governments.

In order to qualify for those grants now paid to the regions, restructured counties should probably be required to provide at least seven services. These are:

-- supplying water to the inhabitants of the county.

-- Collecting and treating sewage.

-- Operating an arterial system of roads.

-- Carrying out the planning function,
including preparing, developing and implementing
planning concepts for the county.

-- Providing health services within the
county.

-- Maintaining a welfare program for the
county.

and

-- Capital borrowing.

In addition to these seven functions, there is
the question of police protection. As with the regions,
an additional grant would be provided to a county
operating its own police force.

To encourage counties to undertake the necessary
studies, I will be recommending that our Ministry pay
fifty per cent of the cost of such studies, up to a
maximum Provincial expenditure of \$50,000 per study.
I would welcome your comments on this recommendation.

That, then, is where we are at the moment in
our thinking about restructured counties.

Let me repeat: the ideas I have put forward
here are not government policy and should not be regarded
as commitments on anyone's part. I have revealed them
to you as frankly as possible, by way of inviting you
to contribute your suggestions, either for changes and
improvements in our plan, or for refining the ideas I
have outlined.

Certainly there are bound to be changes made
as we go along. Even after our ideas have been developed
into government policy and translated into a working
program, we will continue to look for better ways of
doing things.

The process we are engaged in is partly experimental -- though it becomes less so as we continue to gain experience.

In all sincerity, I invite you, as members of A.C.R.O. to contribute your suggestions and advice to this new phase of Ontario's program of local government reform.

APPENDIX II: DRAFT AGREEMENT

The following pages represent a possible model agreement among the Participating Municipalities, the Province and the Commissioner. It is strictly an example of an Agreement and it is recognized that considerable flexibility must be maintained to allow for local needs and wishes.

APPENDIX II

MINISTRY OF TREASURY, ECONOMICS AND
INTERGOVERNMENTAL AFFAIRS

DRAFT COUNTY RESTRUCTURING STUDY AGREEMENT

Memorandum of Agreement made in triplicate this _____
day of _____, 19_____, A.D.

Between Her Majesty The Queen in right of the
Province of Ontario as represented by
the Treasurer of Ontario and Minister
of Economics and Intergovernmental
Affairs hereinafter referred to as the
"Province"
OF THE FIRST PART

and _____

hereinafter referred to as the "Participating
Municipalities"
OF THE SECOND PART

and _____
hereinafter referred to as the "Commissioner"
OF THE THIRD PART

Whereas the Participating Municipalities have by resolution
of their respective municipal councils, certified copies of
which resolutions are attached hereto and labelled Schedule A
to this Agreement, agreed to participate in a local government
restructuring study.

And whereas the Province is desirous of assisting in
the implementation of the aforementioned study.

Now therefore this Agreement witnesseth that in consider-
ation of the premises and covenants the Parties hereto,
for themselves, their respective successors, and assignees
hereby agree as follows;

1. That the study area where referred to herein shall be
defined as that area lying within and adjacent to the
Participating Municipalities.

2. And that the study prospectus where referred to herein shall include but not be limited to:

- (a) an outline of the study procedure to be followed by the Commissioner;
- (b) a detailed budget for the restructuring study, said budget to include but not be limited to the total estimated cost of the preparation and completion of all study documents and materials related thereto, staff fee schedules and other expenditures considered by the Commissioner to be necessary in the performance of his duties pursuant to this Agreement;
- (c) a list of the proposed staff, including consultants which the Commissioner proposes to retain including their duties and remuneration;
- (d) a schedule of proposed hearings and public meetings and formal meetings with elected representatives within the study area;
- (e) the number and quantity of documents to be made available by the Commissioner to the Parties to this Agreement and the public, and
- (f) other matters necessary, in the opinion of the Commissioner, to the restructuring study.

3. And that the study documents where referred to herein shall include the study prospectus, the study report and any other materials or documents prepared or designated by the Commissioner.

4. And that the Province and the Participating Municipalities shall hire the services of _____ as Commissioner,

5. And that the Commissioner shall:

- (a) examine, evaluate and make recommendations concerning all facets of the structure, organization, and operation of local governments within the study area, including but not to be limited to, municipal governments, boards and commissions with specific reference being made to:
 - (i) population pressures and constraints on growth;
 - (ii) anticipated future development, population and economic growth patterns of the study area with particular reference to the servicing requirements of the municipalities;
 - (iii) existing communities of interest;
 - (iv) boundaries of both local and county municipalities within the study area;
 - (v) one or two level county government;
 - (vi) amalgamations, annexations and consolidations;
 - (vii) relationships amongst the municipalities in the study area;

- (viii) operations of special purpose bodies and their relationships to other local governments in the study area;
 - (ix) a division of responsibilities between the local and county municipalities;
 - (x) the resource and assessment base;
 - (xi) the financial arrangements of local governments in the study area;
 - (xii) a planning hierarchy;
 - (xiii) the organization of council and its committees with particular reference to roles and systems of policy-making and implementation,
 - (xiv) the role and selection of the heads of council;
 - (xv) the system of administration and the relationship of the administrative organization with the council and the committees of council in the development and implementation of policy;
 - (xvi) the system of representation as it applies to local government in the study area;
 - (xvii) responsive local government decision-making and the accountability of elected and appointed officials, and
 - (xviii) any other matters which in the opinion of the Commissioner are related to the local government within the study area,
5. (b) encourage public awareness of and participation in the issues associated with the restructuring study through, but not limited to, the holding of public meetings throughout the study area and by providing copies of the study's findings and recommendations to the public in the study area,
- (c) maintain for a minimum of _____ hours a week a local office, open and staffed during the life of the study program at a location to be ascertained by the Parties to this Agreement,
 - (d) exercise his discretion in receiving and analyzing briefs, submissions, studies, plans, data, drawings and documents from interested parties and in including all or portions of such materials in the study documents,
 - (e) make representation and warranty of any financial or other interest personally or by contract directly or indirectly held by him or his immediate family in or related to the study area,
 - (f) not use or permit the use of any materials prepared pursuant to this Agreement without the authorized written consents of both the Province and the Participating Municipalities other than those materials used by the Commissioner in the preparation of the study documents.

- (g) prepare, complete and submit by the _____ day of _____, 197_____, a study prospectus to both the Province and the Participating Municipalities,
- (h) prepare, complete and submit by the _____ day of _____, 197_____, a study report to both the Province and the Participating Municipalities,
- (i) maintain a liaison with the Province and the Participating Municipalities throughout the study,
- (j) neither commit nor authorize the commitment of:
- (1) any sum of money exceeding \$_____ not accounted for in the study prospectus without the authorized written consents of both the Province and the Participating Municipalities,
- (2) any sum of money exceeding \$_____ until receiving the authorized written approvals to the study prospectus of both the Province and the Participating Municipalities,
- (k) be discharged of all his obligations related to this Agreement upon the receipt by the Province and the Participating Municipalities of the completed study report,
6. And that for the purpose of preparing the study prospectus and the study report and any other related documents the Province and the Participating Municipalities shall, where in the opinion of the Province and/or the Participating Municipalities there is no breach of confidentiality, make all relevant materials available to the Commissioner said materials to include but not be limited to relevant data, drawings, plans, studies and documents.
7. And that within _____ days of receipt of the completed study prospectus the Province and the Participating Municipalities will review same and either approve or seek alterations, additions, or amendments to the study prospectus,
8. And that any alteration, addition, or amendment to the study prospectus, including but not limited to, matters of cost, procedure or services to be performed by the Commissioner, must have the authorized written approvals of the Province, the Commissioner, and a majority of the Participating Municipalities,
9. And that approval of the study prospectus with or without amendments shall be given before the Commissioner may continue with the study.
10. And that all materials compiled or purchased by the Commissioner pursuant to this Agreement, including but not to be limited to equipment, data, drawings, plans, studies and documents shall be and remain the property of the Province and the Participating Municipalities,

11. And that upon completion of the study report the Province and the Participating Municipalities shall determine the disposition, possession, and use of all materials compiled or purchased in relation to the study by the Commissioner,

12. And that the Commissioner shall, subject to clause 13 of this Agreement, cause all expenditures incurred in the performance of his duties pursuant to this Agreement to be billed to:

The Ministry of Treasury, Economics and
Intergovernmental Affairs,
Local Government Organization Branch,
Structure Policy Section,
4th Floor, Frost Building North,
Queen's Park, Toronto.

13. And that, where impractical to comply with clause 12 of this Agreement, the Commissioner shall present receipts, in a form acceptable to the Ministry of Treasury, Economics and Intergovernmental Affairs, for expenditures, incurred by the Commissioner in the performance of his duties pursuant to this Agreement, for the purposes of reimbursement,

14. And that the Province shall pay the cost, as determined by the Province, whose decisions shall be final, of the restructuring study as provided for by the Commissioner in the study prospectus.

15. And that the Province shall forward to the _____ of each of the Participating Municipalities a record of the monies expended by the Province pursuant to clause 14 of this Agreement,

16. And that, within one (1) calendar year of receiving the record referred to in clause 15 of this Agreement, the Participating Municipalities shall reimburse the Province to the extent of one-half of all monies expended by the Province pursuant to clause 14 of this Agreement on the following percentage basis:

- (a) The County of _____ at _____ %,
- (b) The City of _____ at _____ %, and
- (c) The Separated Town of _____ at _____ %,

17. And that the Commissioner shall be paid a salary of \$ _____ per annum commencing on the _____ day of _____, 197_____, said salary being paid on a two week basis until such time as the Province or the Participating Municipalities determine otherwise,

18. And that, in addition to the amount set out in clause 17 of this Agreement, effective during the period set out therein, the Commissioner shall, in accordance with the Regulations of the Province pertaining to a provincial employee, be reimbursed for travel expenses necessarily, in the opinion of the Province, incurred in the performance of his duties as Commissioner,

19. And that the Commissioner shall indemnify and save harmless the Province and the Participating Municipalities from and against any claim, action, cause of action, suit, demand and/or liability for loss, expense, cost or damage of every nature and kind whatsoever among, due to, out of, from, or in connection with the work undertaken and performed by the Commissioner, his agent(s), employee(s), or officer(s) pursuant to this Agreement,

20. And that no person or corporation other than the Commissioner or persons designated by the Commissioner shall be entitled to receive any reimbursement or other compensation from the Province or the Participating Municipalities for any materials or preparation of any materials, including but not to be limited to documents, submissions, briefs, data, drawings, studies, and plans authorized by the Province or the Participating Municipalities intended for the use of the Parties to this Agreement for the purposes of the restructuring study,

21. And that no portion of this Agreement shall be assigned without the authorized written consents of both the Province and the Participating Municipalities,

22. And that notwithstanding this Agreement, neither the Province nor the Participating Municipalities are bound to act upon, obey, implement, or discharge any suggestions or recommendations expressed in the study prospectus or the study report.

In Witness Whereof the Treasurer of Ontario and Minister of Economics and Intergovernmental Affairs on behalf of the Party of the First Part has hereunto subscribed his signature, the Parties of the Second Part have hereunto affixed their corporate seals under the hands of their proper officers duly authorized in that behalf, and the Party of the Third Part has hereunto subscribed his signature.

Signed and Delivered this _____ day of _____, 197__.

Treasurer and Minister of
Economics and
Intergovernmental Affairs.

Warden Clerk

The Corporation of The County
of _____

Mayor Clerk

The Corporation of _____

Mayor Clerk

Commissioner

3 1761 11546242 6

